



Examining the Impact of Green Marketing and Corporate Social Responsibility on Sustainable Performance with the Mediating Role of Green Human Resource Management (Case Study: Aria Jonoob Iranian Company)

Ellah. Shahabi^{1*}, Saeed. Dehyadegari¹, Fatemeh. Shahnazi Kouhbanani²

¹ Assistant Professor, Department of Management, Faculty of Management and Economics, Shahid Bahonar University, Kerman, Iran

² MA Student, Department of Business Administration, Faculty of Management and Economics, Shahid Bahonar University, Kerman, Iran

* Corresponding author email address: e.shahabi@uk.ac.ir

Article Info

Article type:

Original Research

How to cite this article:

Shahabi, E., Dehyadegari, S., & Shahnazi Kouhbanani, F. (2025). Examining the Impact of Green Marketing and Corporate Social Responsibility on Sustainable Performance with the Mediating Role of Green Human Resource Management (Case Study: Aria Jonoob Iranian Company). *Journal of Resource Management and Decision Engineering*, 4(2), 1-11.

<https://doi.org/10.61838/kman.jrmde.4.2.7>



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ABSTRACT

The purpose of this study is to examine the impact of green marketing and corporate social responsibility (CSR) on sustainable performance with the mediating role of green human resource management (GHRM). This research is applied in terms of its objective and descriptive-survey in terms of data collection method. The statistical population consists of managers, experts, and engineers of Aria Jonoob Iranian Company, totaling 270 individuals. Based on the Morgan table and using a simple random sampling method, a sample size of 155 participants was determined. The conceptual model of the research was developed based on theoretical studies, and accordingly, a standard questionnaire was utilized to collect the required data. To assess the validity of the questionnaire, content validity was applied using the opinions of professors and experts, and Cronbach's alpha was employed to determine its reliability. Structural equation modeling (SEM) was used to test the hypotheses. The research findings were analyzed using SPSS 22 and SMART PLS software. The results indicated that corporate social responsibility has a significant impact on both sustainable performance and green human resource management. Moreover, the mediating role of green human resource management in the relationship between corporate social responsibility and sustainable performance was confirmed. Green human resource management was found to have a significant impact on sustainable performance. Additionally, green marketing significantly influences both sustainable performance and green human resource management. Finally, green human resource management plays a mediating role in the impact of green marketing on sustainable performance. Based on the results, the significance of the influence of green marketing and corporate social responsibility on sustainable performance through the mediating role of green human resource management is underscored.

Keywords: *Corporate Social Responsibility, Green Human Resource Management, Sustainable Performance, Green Marketing.*

1. Introduction

In recent years, the advancement of the concept of sustainable performance and globalization has had a profound impact across all economic, political, cultural, and social domains. It is rare to find a company that is not striving for profit and growth. In this regard, companies today can no longer remain indifferent to their competitive position, as information and communication technologies reflect the status of companies like a mirror (Yadav et al., 2024). In other words, increasing competition in volatile, turbulent, and unpredictable markets has prompted companies to expand their activities to distant markets across the globe in pursuit of market share and revenue, thereby ensuring profitability and growth. This phenomenon has created an environment in which international trade has gained considerable popularity, and companies are actively seeking market opportunities through it (Raza et al., 2024; Shahin et al., 2024). Hence, identifying the determinants of sustainable performance has become a critical balancing factor.

Accordingly, increasing scholarly attention has recently been devoted to the direct relationship between corporate social responsibility (CSR) and firm performance. The findings of studies by Margolis and Walsh (2013), Mishra and Suar (2010), and Vogel (2005) have been largely inconclusive. While numerous articles affirm a positive relationship between CSR and firm performance (Altwaijri, 2025; Strazzullo et al., 2025), other scholars suggest a negative correlation or even deny any correlation (Ziari & Ashrafi, 2024). Recently, scholars have begun to examine CSR within the production and service literature. A substantial number of studies have explored the direct effect of CSR on performance (Widawska-Stanisiz, 2024; Yang et al., 2024; Yarifard & Hashemi, 2024). However, the results remain inconclusive, and many of these studies are predominantly theoretical in nature and in need of further conceptual clarification (Tetteh et al., 2024; Trofimova, 2024; Wahdi, 2024).

As several researchers have emphasized, the inconsistent results—positive, negative, or neutral—regarding the direct link between CSR and firm performance are not fully reliable. Such correlations may be influenced by unexamined mediating variables, which many studies have overlooked. In this vein, Seroka et al. (2010) found no direct relationship between CSR and firm performance; however, this relationship was fully mediated by intangible resources. As such, recent interest in CSR has increasingly focused on

employees and ethical aspects of human resource management (HRM), which has amplified scholarly and practical attention to the interplay between CSR and HRM (Brammer, 2017; Cheema, 2017; DeNisi et al., 2014; Guerici & Shani, 2013; Morgeson et al., 2013; Pinzone et al., 2019; Taylor et al., 2012).

HRM significantly influences the perception, development, and implementation of CSR, and reciprocally, the company's approach to CSR affects its treatment of employees. Additionally, CSR and HRM are intrinsically linked to assumptions about the company's role and the employer-employee relationship. Therefore, the need for further research into the relationship between CSR and HRM has been emphasized (DeNisi et al., 2014).

In general, although recent research has certainly devoted more attention to the CSR–HRM relationship, a comprehensive examination of the connection between these two constructs is still lacking—particularly with regard to the potential linkage between CSR and HRM. Such an endeavor is both relevant and necessary, as several important connections between CSR and HRM have not been adequately and systematically investigated. This study is grounded on two key perspectives. The first is an instrumental view of the CSR–HRM relationship, in which CSR is primarily regarded as a means of enhancing HR practices insofar as they support organizational goals. Accordingly, the researcher posits that green human resource management (GHRM) may serve as a mediating variable between CSR and both financial and environmental performance.

The second perspective is an integrative view of the CSR–HRM relationship, underpinned by stakeholder theory and HRM theory. From this viewpoint, the study begins with CSR as an antecedent in the implementation of a green HRM system. This framework has been used to investigate how CSR influences employee commitment and motivation. In this study, the Ability-Motivation-Opportunity (AMO) theory is used to identify key domains of GHRM that can be developed through CSR policies to enhance performance (Cheema, 2017; Guerici & Shani, 2013; Pinzone et al., 2019).

Recent studies (Jabbour et al., 2017; Kim et al., 2017; Taylor et al., 2012; Zientara & Zamojska, 2018) show that GHRM promotes attitudinal and behavioral changes among employees, which ultimately improves organizational performance. Likewise, several studies have found a positive relationship between environmental outcomes and firm performance (Journeault, 2016; Li & Ramanathan, 2018). Thus, the researcher aims to confirm the existence of a

positive relationship between CSR and firm performance, and more specifically, to examine the mediating role of GHRM in the CSR–performance relationship. This suggests that the CSR–performance link is likely more complex than previously assumed, prompting the researcher to use this study as a means of expanding the existing body of research on the CSR–performance relationship.

On the other hand, environmental concerns and ecological preservation have become major criteria for consumers when making purchasing decisions. Consequently, improving quality of life has become a top priority. It is increasingly understood that quality of life encompasses not only the quantity and quality of goods and services but also environmental quality, which has become a fundamental concern for organizations. This issue permeates all aspects of organizations and, considering that the primary goal of marketing systems is to “maximize consumption, offer greater consumer choice, and ensure customer satisfaction,” has strongly influenced marketing approaches. This influence has given rise to a novel perspective—green marketing. Specifically, green marketing aims to integrate environmental considerations into marketing efforts (Li & Ramanathan, 2018).

Green marketing is a marketing strategy that promotes environmental protection by offering environmentally beneficial advantages aligned with customer expectations. In contrast to green marketing, traditional marketing tends to overly prioritize customer desires without integrating social welfare and environmental concerns into its calculations (Kumar & Ghodeswar, 2015; Shamra & R.Iyer, 2014).

Aria Jonoob Iranian Company was established in 2006 with the goal of engaging in large-scale mining contracts in Iran, including overburden removal and mineral extraction, investment in metal mines, mining engineering, and dam construction. As the largest subsidiary of Aria Fateh Middle East Investment Group, the company operates in exploration, extraction, and mineral processing. With a skilled and experienced workforce, Aria Jonoob has developed a modern mining organization encompassing iron ore mines, heavy-duty mining and road construction machinery, crushing and mineral concentrate plants. Its main strategies include the development of a knowledge management system, sustainable human resource development, adoption of the latest machinery and

processing technologies, and an environmentally friendly operational structure.

However, the company has faced challenges such as a lack of alignment with environmental targets and needs, insufficient qualitative and quantitative resource levels, inadequate employee awareness and knowledge, job-related injuries, incidents, and diseases, poor environmental pollution control, and non-compliance with environmental regulations—all of which have negatively affected its performance. Therefore, the central research question of this study is: What is the impact of green marketing and corporate social responsibility on performance, with the mediating role of green human resource management?

2. Methods and Materials

This study is applied in nature and, given that it describes the condition of the research population through a field survey, it falls under the category of descriptive-survey research. A questionnaire was used as the tool for data collection and for measuring the various dimensions of the model. The statistical population of this study includes all managers, experts, and engineers of Aria Jonoob Iranian Company in 2023, totaling 270 individuals according to the researcher’s investigation. Most of the engineers working in this company specialize in fields such as mining engineering, extraction, geology, exploration, technical disciplines, processing, and chemistry, and the majority hold a master’s degree with extensive work experience.

According to Morgan’s table, a sample size of 155 out of 270 individuals (i.e., the statistical population consisting of the engineers, experts, and managers of Aria Jonoob Iranian Company) was selected using simple random sampling. Accordingly, 155 questionnaires were distributed among the sample, of which 150 were completed and returned; 5 were not returned due to various reasons. A five-point Likert scale was used in the questionnaire. As a standardized questionnaire developed by Obada-García et al. (2021) was employed, content validity assessment was not required. Cronbach’s alpha coefficient was used to assess the reliability of the questionnaire, which was calculated using SPSS software. The Cronbach’s alpha coefficients and the sources of the questions for each variable are presented in Table 1.

Table 1
Reliability Coefficients of Research Variables

Variable	Dimension	Items	Cronbach's Alpha
Corporate Social Responsibility	Toward society	4	0.765
	Toward customers	2	0.705
	Toward employees	4	0.802
Green Human Resource Management	Green skills development	4	0.843
	Green motivation	4	0.759
	Green participation	3	0.771
Green Marketing	—	5	0.813
Sustainable Performance	—	8	0.847

The total Cronbach's alpha coefficient for the questionnaire was 0.880. Since all values exceed 0.70, it can be concluded that the questionnaire demonstrates acceptable reliability. In order to test the hypotheses and assess the fit of the proposed model, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were performed using PLS3 software.

3. Findings and Results

The demographic characteristics of the research sample, categorized by gender, age, and education level, are summarized in Table 2.

Table 2
Demographic Characteristics of Respondents

Description	Percentage	Frequency
Female (Gender)	9.3%	14
Male (Gender)	90.7%	136
Bachelor's Degree	23.3%	35
Master's Degree	68%	102
Ph.D.	8.7%	13
Less than 10 years (Experience)	10.7%	16
10–20 years	35.3%	53
21 years and more	54%	81

According to the demographic findings, the majority of the study population are male respondents with a master's degree and over 21 years of work experience.

The confirmatory factor analysis (CFA) of the questionnaire items is presented in Table 3. To evaluate the model, this study utilized factor loadings, composite

reliability (CR), average variance extracted (AVE), and the square root of AVE compared with inter-construct correlations. To assess convergent validity and inter-construct correlation, both composite reliability and AVE tests were conducted.

Table 3

Factor Loadings, t-Statistics, Cronbach's Alpha, Composite Reliability, and AVE Values

Construct	Item	Factor Loading	t-Statistic	AVE	Composite Reliability	Cronbach's Alpha
Responsibility to Society	Q01	0.699	12.479	0.566	0.839	0.750
	Q02	0.769	15.536			
	Q03	0.779	21.962			
	Q04	0.759	26.035			
Responsibility to Customers	Q05	0.909	63.562	0.832	0.908	0.798
	Q06	0.915	82.215			
Responsibility to Employees	Q07	0.851	27.647	0.828	0.951	0.930
	Q08	0.914	56.785			
	Q09	0.937	87.652			
	Q10	0.936	75.728			
Green Skill Development	Q11	0.902	88.855	0.755	0.925	0.891
	Q12	0.892	60.195			
	Q13	0.809	30.627			
	Q14	0.869	41.727			
Green Motivation	Q15	0.819	24.252	0.688	0.898	0.849
	Q16	0.865	35.132			
	Q17	0.805	22.892			
	Q18	0.828	25.049			
Green Participation	Q19	0.820	33.564	0.732	0.891	0.815
	Q20	0.921	60.382			
	Q21	0.822	26.494			
Green Marketing	Q22	0.786	20.804	0.659	0.906	0.870
	Q23	0.829	29.453			
	Q24	0.859	39.404			
	Q25	0.763	17.578			
	Q26	0.818	24.727			
Sustainable Performance	Q27	0.723	14.201	0.563	0.911	0.890
	Q28	0.824	39.521			
	Q29	0.813	27.914			
	Q30	0.650	10.738			
	Q31	0.709	16.097			
	Q32	0.792	21.851			
	Q33	0.742	12.588			
	Q34	0.735	20.093			

As shown in Table 3, none of the factor loadings fall below 0.50; thus, no items were removed from the analysis.

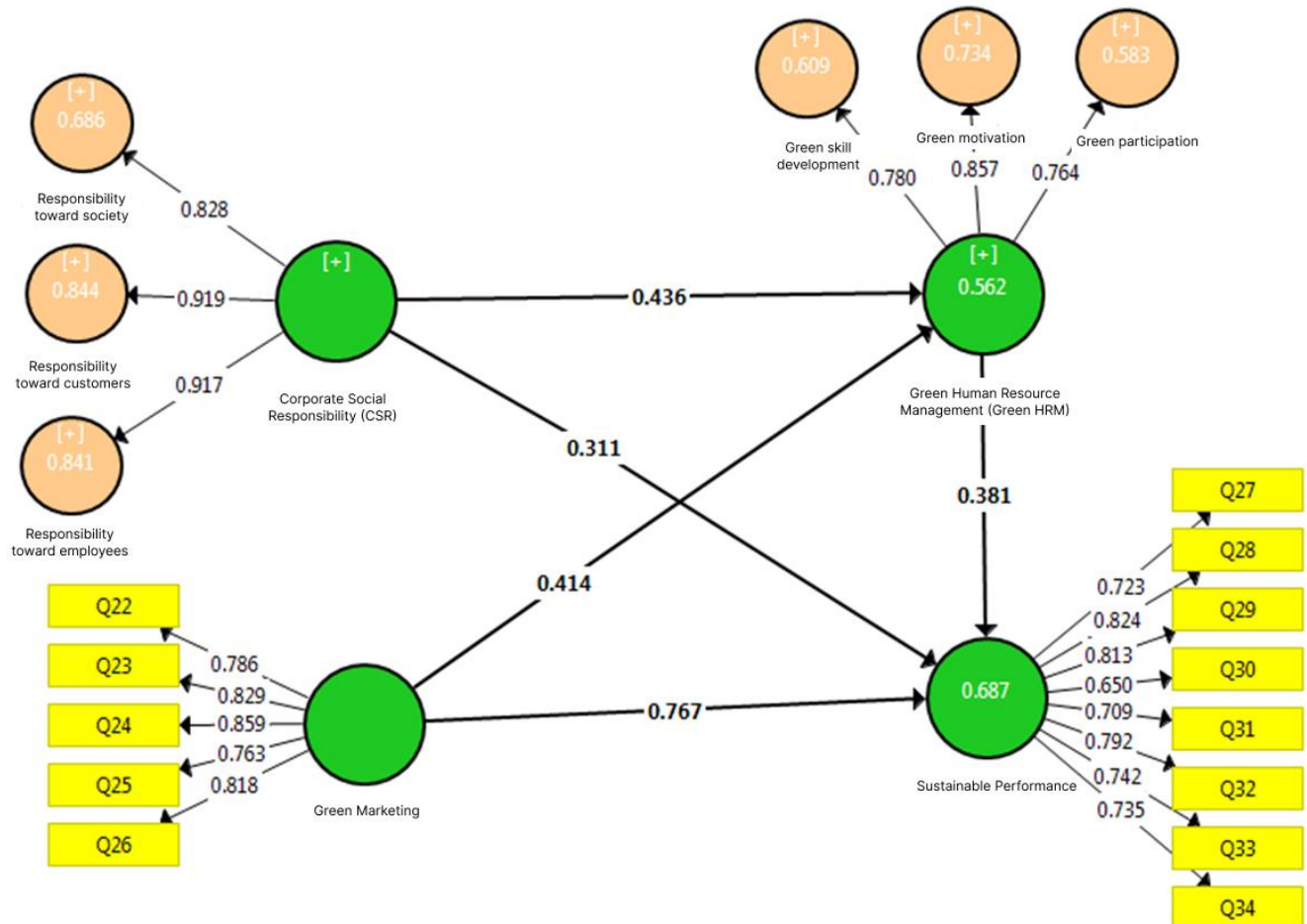
To evaluate the fit of the measurement model, three criteria are used: indicator reliability, convergent validity, and discriminant validity (Holland, 1999). To calculate the

reliability indicators, the overall model containing all constructs and items was executed using Smart PLS 3 software. The output, which includes standardized coefficients, is presented in Figure 1. As can be seen in the figure, the factor loadings of the questionnaire items are all

above 0.40, indicating that there is no need to eliminate any items.

Figure 1

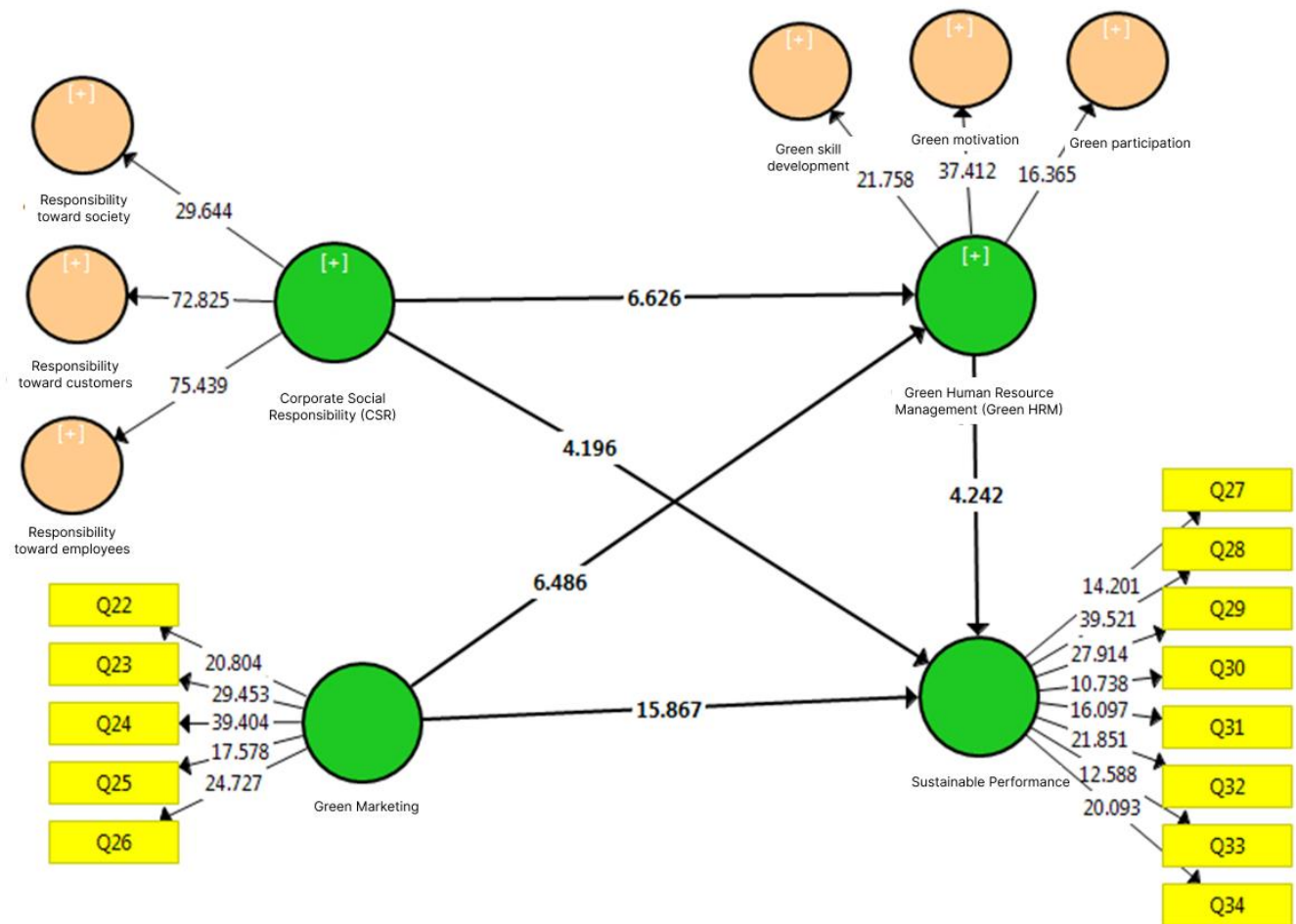
Research Model with Standardized Coefficients



Therefore, the first criterion—indicator reliability, as measured by factor loadings—demonstrates an adequate model fit. For the evaluation of the second and third criteria (i.e., convergent and discriminant validity), the output of Smart PLS 3 regarding the main constructs of the model is presented in Table 3.

To assess the fit of the structural model, the t-values of the path coefficients are examined. The most basic criterion

for evaluating relationships between constructs in the structural section of the model is the significance of the t-statistic. If the t-value exceeds 1.96, it indicates the validity of the relationship between the constructs and thereby confirms the research hypothesis. Figure 2 displays the t-values of the relationships among the research constructs. As shown, the t-values exceeding 1.96 confirm the validity of the hypotheses and support the structural model's fit.

Figure 2
Research Model with t-Values


After evaluating the model fit, the research hypotheses are tested. The significance of the path coefficients is examined using the t-statistic. If the t-value exceeds 1.96, the corresponding path and hypothesis are considered significant and accepted; otherwise, the path is not

significant, and the hypothesis is rejected. Based on the path coefficients, t-values, and significance levels shown in Figures 2 and 3, the following table summarizes the results of hypothesis testing.

Table 4
Results of Structural Model Evaluation for Hypothesis Testing

No.	Pathway	Path Coefficient (β)	t-Value	Test Result
1	Corporate Social Responsibility → Sustainable Performance	0.311	4.196	Confirmed
2	Corporate Social Responsibility → Green HRM	0.436	6.626	Confirmed
3	Green HRM → Sustainable Performance	0.381	4.242	Confirmed
4	Green Marketing → Green HRM	0.414	6.486	Confirmed
5	Green Marketing → Sustainable Performance	0.767	15.867	Confirmed

Upon reaching theoretical saturation in the interviews, the qualitative data analysis concluded. The entire process and

analysis were conducted using the qualitative data analysis software MAXQDA 2018.

4. Discussion and Conclusion

This study examined the impact of green marketing and corporate social responsibility on performance, with the mediating role of green human resource management. Based on the proposed model, the hypotheses were developed. According to the results of data analysis in Chapter 4, out of 150 respondents, 90.7% were male and 9.3% were female. The majority of respondents (68%) held a master's degree, while the smallest group (8.7%) held a doctorate or higher. Most respondents (54%) had more than 21 years of work experience, while the smallest group (10.7%) had less than 10 years. Based on descriptive statistics, the following discusses each hypothesis in light of the findings.

The significant statistic between corporate social responsibility (CSR) and performance indicates a meaningful relationship between these variables. The path coefficient shows that a one-unit change in CSR leads to a 0.311-unit increase in performance. This confirms a significant impact of CSR on performance. These results are aligned with prior findings (Taghvaifar et al., 2021; Zientara & Zamojska, 2018).

Similarly, the significant relationship between CSR and green HRM confirms their association. The path coefficient shows that a one-unit change in CSR increases green HRM by 0.436 units, indicating a significant impact of CSR on green HRM. This result is supported by prior studies (del-Castillo-Feito et al., 2022; Marrucci et al., 2022; Ramezani et al., 2022; Sharma et al., 2023; Úbeda-García et al., 2021; Zhao et al., 2021). Furthermore, bootstrap results revealed that CSR significantly affects performance through green HRM as a mediator, consistent with prior findings (Akbari et al., 2022; Chaudhary, 2019; Marrucci et al., 2022; Ramezani et al., 2022; Saeed et al., 2018; Úbeda-García et al., 2021; Zhao et al., 2021).

The significant statistic between green HRM and performance also confirmed a meaningful relationship. A one-unit change in green HRM results in a 0.381-unit increase in performance, indicating a significant influence of green HRM on performance. This finding aligns with prior studies (Ali et al., 2024; Dahinine et al., 2024; Rehman, 2023; Shayegan et al., 2023; Zhao et al., 2023), who argue that aligning HRM goals with CSR positively impacts performance.

The significant relationship between green marketing and green HRM shows that a one-unit change in green marketing leads to a 0.414-unit increase in green HRM, indicating a significant effect. This finding is consistent with prior

studies (Taghvaifar et al., 2021; Taylor et al., 2012). Finally, the significant statistic between green marketing and performance indicates a meaningful relationship. A one-unit change in green marketing leads to a 0.767-unit increase in performance, confirming its significant influence.

Bootstrap analysis further confirmed that green marketing impacts performance through green HRM, with a significance level of 0.006 (less than 0.05) and a confidence interval excluding zero, thus validating the hypothesis. This means green marketing significantly affects performance via green HRM, consistent with prior studies (Mirmohammadi & Talaneh, 2021).

Based on the hypotheses and data analysis, the following recommendations are made:

1. CSR significantly influences the performance of Aria Jonoob Iranian Company (Hypothesis 1 confirmed): Company managers should prioritize health and safety on-site and ensure eco-friendly products and services are offered, as CSR enhances corporate reputation.
2. CSR significantly impacts green HRM (Hypothesis 2 confirmed): It is recommended that managers adopt a green knowledge management approach, host relevant seminars, and promote a culture conducive to environmental management. A strategic environmental council should be established, paperless systems and online recruitment adopted, and environmental criteria used in evaluations and rewards.
3. CSR influences performance via green HRM (Hypothesis 3 confirmed): Managers should collaborate with environmental consultants to redefine eco-compatible processes and ensure their plans don't harm future generations. Emphasis should be placed on green awareness in recruitment and a clear developmental vision aligned with environmental preservation should be communicated and prioritized.
4. Green HRM significantly influences performance (Hypothesis 4 confirmed): Implementing green HR practices such as eco-conscious hiring, training, and rewards can raise environmental awareness among employees and improve environmental performance. Organizations aiming to enhance environmental outcomes should foster a green culture through green reward systems and employee empowerment.

5. Green marketing significantly influences green HRM (Hypothesis 5 confirmed): Delivering green products relies heavily on employee interaction and service quality. Therefore, all employees must reflect green values in their attitudes and behavior. Green marketing also motivates employees to adopt eco-conscious conduct.
6. Green marketing significantly affects performance (Hypothesis 6 confirmed): Firms should incorporate environmental considerations at early product development stages and apply life-cycle analysis to assess ecological impact. This enables identification of innovative design and production approaches. Although green pricing may reduce short-term profitability, it supports long-term cost reduction and environmental compliance by minimizing raw material waste and optimizing energy use.
7. Green marketing impacts performance via green HRM (Hypothesis 7 confirmed): Managers of Aria Jonoob Iranian Company and other organizations aiming for sustainable development should give priority to green HRM initiatives. Given the growing number of organizations adopting green marketing, future research in this field is both relevant and necessary.

Further research recommendations:

1. Future studies should replicate this research in other companies with significant environmental impact to compare results and enhance generalizability.
2. Researchers should apply this study in different cities and time periods for comparative analysis.
3. Future researchers should explore green marketing in other industries such as fashion, jewelry, automobiles, and e-commerce platforms.

Limitations:

1. Due to the nature of the questionnaire, some respondents were hesitant to provide personal opinions, affecting data reliability. Invalid questionnaires were excluded.
2. As the company studied is private, certain organizational data were inaccessible.
3. As with all research, external constraints and sample-specific factors may limit the generalizability of findings. Data were collected solely from Aria Jonoob Iranian Company via self-

report questionnaires, which may be influenced by environmental context during completion.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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